

ADC Recognizes its Own at Meeting

Service, Unit Citation, Community Service, Meritorious and Valor Awards.

These were the staples of the

Arizona Department of Corrections Quarterly Administrator's Meeting in Mesa. Each quarter, ADC employees

are nominated for awards distinguishing them for their actions and performance.

The following recipients were given the Director's Unit Citations in recognition for their outstanding achievement or extra effort in the attainment

of organizational goals or objectives:

The Kaibab Unit Staff

The Kaibab Unit Staff was recognized for their commendable actions during an incident last November that left a Hispanic inmate dead following an attack by three white inmates.

Witnessed by a large number of inmates on the recreation field, the incident escalated into a large scale fight. Staff suppressed the fighting, separated and restrained inmates. A full scale search of the Kaibab Unit for



Kaibab Unit, ASPC-Winslow

continued on page 8

COMING IN DIRECTIONS: QWL-21 Status Report

Action is underway to improve issues that arose in the Quality of Work Life in the 21st Century (QWL-21) program. There are a total of 21 issues, each with an assigned number. They are, with brief descriptions, as follows:

1.0 Major shift culture/Open dialogue - Conduct a facilitated session to identify desired behaviors and action necessary to move towards a shift in culture.

2.0 Major shift culture/Interaction with staff - Deputy Director, RODs, and Wardens interact with staff rather than conduct inspections, and do more unannounced visits.

3.0 Major shift culture/Fewer transfers of Deputy Wardens -

Minimize the transfer of Deputy Wardens thereby allowing them to take ownership of the units.

4.0 Major shift culture/Assessment tool - Developing a tool based on such areas as recognition, value of employee input, open communication, teamwork, and consistency of rules.

5.0 Create buy-in and support - Leaders team of DW, ADWs, FHAs, Majors, Captains, and CO IVs from across the complexes creates buy in and support on major initiatives.

6.0 Audits/Numeric scores - Numeric scores eliminated in favor of report identifying strengths, issues for attention, and action plans for improvement.

7.0 Audits/Evaluations - Cross functional team evaluates audit requirements and categorizes them as mandatory, essential, and general.

8.0 Equipment and Supplies -

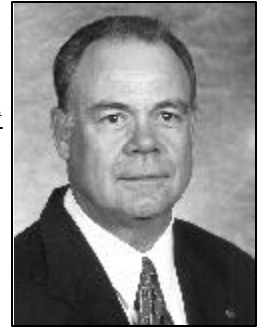
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DIRECTOR'S PERSPECTIVE

by Terry L. Stewart



An Explanation of the Merit Raise Process

This year, some staff have expressed their concern that the merit raise percentage increase is smaller than in recent years. Information on the merit raise process and what the Department is doing to keep the percentage increases as high as possible, was provided to you with your April 20 pay check. Here again is that information.

It is the Legislature which allocates money for merit raises when there are funds available. Merit raises are largely impacted by three factors: the total amount of money available from the Legislature, distribution requirements established by the Department of Administration (DOA) and the employee's PACE score.

The first critical component of the process is the total amount of merit money made available each year by the Legislature. This is a fixed amount, based only on the number of full-time, permanent employees in the Department. This year the total allocation was just over \$2 million.

The second step in the process belongs to the Department of Administration, which establishes distribution requirements for all state agencies to follow in allocating their merit money. These standards ensure that the money is distributed fairly throughout all of state government. In ADC, we apply these guidelines so that every employee with an overall PACE score of "3.00" or higher receives a merit increase.

Third, the employee's PACE score is used to determine their actual percentage increase. Department supervisors establish this score by evaluating each person's performance.

I also have asked that two additional standards be put in place to maximize the fair distribution of the merit money. First, all qualified employees, limited as well as permanent, will receive increases. Also, we have established a fairly substantial payout schedule beginning with a .75% increase for a pay score of 3.00 up to a maximum increase of 3% for a score of 5.00. However, fairness comes with a price. That is why I decided that this money will be used only to fund increases for staff who are covered under the personnel rules. Senior managers and other positions who are considered "uncovered" will not receive merit money from this legislative allocation. Uncovered employees' merit increases will be handled in a separate manner.

I know the vast majority of our employees are underpaid, and this merit increase will not fix the problem. However, I do know that every increase helps, and even small increases move us toward our goal of adequate salary levels for everyone.

As always, I thank each of you for your continued high level of performance and professionalism.

"Directions"
is an official publication of the
Arizona Department of Corrections
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Public Affairs Administrator
Virginia Strankman,
Newsletter Editor



Web site:
adcprisoninfo.az.gov

Printed by
Arizona Correctional Industries

Media & Public Relations Office,
1601 W. Jefferson
Questions and comments
may be submitted to
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Mail Code 441,
Phoenix, AZ 85007
Phone (602) 542-3133

THE FOUR LEGGED STOOL: THE SECOND LEG - WORK

by Michael Arra, Media & Public Relations



This is the second installment in a series of four articles about the Director's concept of the Four-Legged Stool: the foundation to reverse criminal behavior in inmates.

The program with the largest participation by inmates is work. Let's face it. So many of our inmates do not have the slightest idea of what it is like to fend for themselves, to earn a buck, to accomplish something meaningful.

The work ethic just isn't there. But in prison, we have the opportunity to completely turn this around. We have the power to require the inmate population - in fact, coerce them to get up, clean up, go to work and stay at work. We have something called an inmate hard labor law to back us up. To instill a work ethic in an inmate is as important as educating him or her. Thus, the second leg of the stool is **Work**.

From cooking, cleaning, and landscaping, to construction trades, manufacturing, and assembly line

work, we must continue to provide work programs and opportunities for all of our inmates. Some may say that raking gravel is meaningless, non-rehabilitative "make-work." Conversely, it is more meaningful to have an inmate understand that he or she must work in order to succeed, than do no work at all.

We must challenge ourselves as correctional employees to work with our communities, and use our imagination in providing meaningful work programs for our inmates - work programs that will instill a work ethic, provide them with a sense of accomplishment, and with skills and the confidence needed to succeed when they walk out the prison gate.

NEXT MONTH: THE THIRD LEG - SUBSTANCE ABUSE PROGRAMMING

QWL Report Card continued from page 1

Each prison complex will have responsibility to identify staff's needs, and distribute the equipment and supplies.

9.0 Safety and Staff Shortages/Prison Staffing - Review and evaluation of staffing issues based on the specific and urgent needs of the complex.

10.0 Safety and Staff Shortage/Parole Officers - Identification and prioritization of issues impacting the safety of parole officers.

11.0 Training - A cross functional team will evaluate the Correctional Officers Training Academy.

12.0 Program Officers - Administration will take positive action to repair relationship with program staff.

13.0 Paperwork - A cross functional team will streamline and

eliminate unnecessary paperwork, use of technology to computerize forms, and make work easier for staff.

14.0 Inconsistent Rules - Place emphasis at unit level to root out inconsistent rules.

15.0 Recognition/Unit Level - Develop Department-wide guidelines to ensure all units have a recognition program.

16.0 Recognition/Peer to Peer - Develop and implement a peer to peer recognition program.

17.0 Pay - Case by case review of compensation issues for employees at the time of promotion, and application of administrative adjustment of salaries where necessary.

18.0 Van Pool - Study the feasibility of expanding van pooling to allow participation of other job categories.

19.0 Investigations and Discipline/Managers Training -

Develop disciplinary process training program for supervisors, and a module for staff to review high incident disciplinary issues.

20.0 Investigations and Discipline/Cycle Time - Reduce the cycle time from incident resulting in investigation to time of discipline.

21.0 Leadership - Redesign of promotional process for leadership positions to include evaluation and assessment of desired leadership traits and how candidates are selected.

Each month, beginning in May, *Directions* will be providing you a brief progress report called the "QWL-21 Report Card." It will provide you with an update of activity on the twenty-one issues identified by number and name.

Department Brings Home Top Award



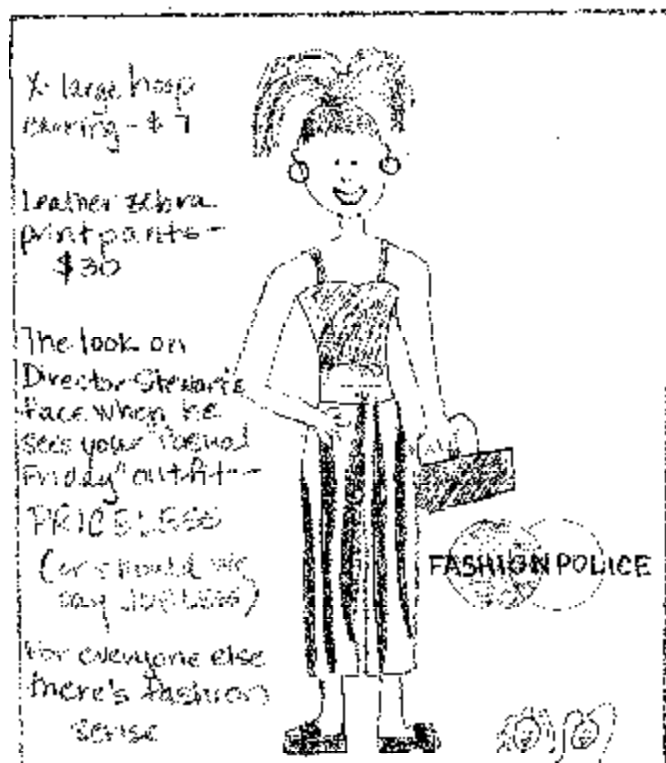
Another record-setting year for the Department's State Employees Charitable Campaign. Members of the 2000 SECC team received the award for "Largest Increase in Dollars" at the agency-wide celebration in Phoenix. Last year, ADC employees raised \$395,000 in contributions that help people locally, throughout the nation and around the world.

Coyotes Promotion is a Howling Success



The Arizona Department of Corrections and the Phoenix Coyotes hockey team recently joined forces by hosting a "special game night" with half of the ticket sales benefitting Law Enforcement Torch Run for Special Olympics. Employees got into the hockey spirit by participating in a mock game on the ice during intermission. On the ice, maneuvering in miniature zamboni vehicles were Deputy Warden **Darin Hayes** and Administrator **Ruben Montano**.

Pun Intended



From the Mailbag

HELP A RAPIST ESCAPE - GET A SLAP ON THE WRIST

Director Stewart has received numerous questions and comments regarding the February sentencing in Pinal County Superior Court of Clayton Guilliams, the former ADC maintenance worker who aided inmate Steven Hummert in his escape from prison last September. The following is an article that was submitted to newspapers' editorial pages that explains the Director's position on the matter.

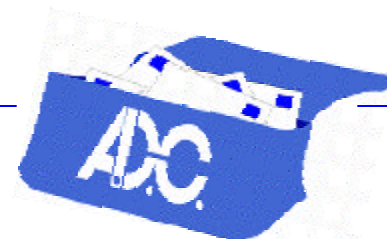
If this article sounds as though I am outraged, it's because I am.

Steven Hummert is today an inmate in Arizona's most secure prison, the Special Management Unit II, because he escaped from prison last September. Clayton Guilliams, a former prison maintenance worker, helped him escape. Hummert was in prison because he committed a brutal and vicious rape in which he severely beat his victim. He's a dangerous person - a potentially violent sexual predator. Guilliams took a \$700 bribe from Hummert, hid him in an air conditioning box, smuggled him out of prison, drove him to Mesa where he dropped him off, and returned to the prison where he tried to lie his way out of his crime to investigators. Hummert, thankfully, was apprehended and returned to Arizona where he will spend

the rest of his life in prison. Guilliams got a slap on the wrist.

That's right. The man who had no qualms about endangering the public safety by aiding and abetting a potentially violent and dangerous rapist in an escape, has been handed a sentence of 150 days jail time and three years of probation. The travesty goes on to allow 120 of those days to be deferred, meaning he may not have to serve them at all. I'm still not finished. The remaining thirty days of jail time will be served over fifteen consecutive weekends. This way Guilliams' feelings won't be hurt by being separated from his family for a long period, like most convicted felons have to when they've committed crimes that put society at risk.

The Department of Corrections objected to the plea bargain that resulted in this sentence. The Department requested the maximum term of two years in prison. In fact, Pinal County Attorney Carter Olson also supported a prison sentence. But somehow, some way, Deputy County Attorney Jeff Sandler deviated from his boss's recommendation, and recommended jail time and probation. I have no idea what he and Judge Stephen McCarville were thinking when



such a light sentence was imposed on Guilliams. Could it have been that because Hummert fled to another state and apparently committed no further crimes that Guilliams' crime was no big deal? I thank God no one was raped or hurt by a dangerous fugitive. But I have absolutely no gratitude for the lucky break given to Clayton Guilliams.

This was a crime that deserved prison time, and the Department of Corrections sought such a sentence. In deference to the decision made in Pinal County Superior Court, I will ask for and support future legislation to toughen Arizona's sentencing standards on convictions of escape. Nevertheless, Clayton Guilliams could have been sentenced to prison. It is unconscionable that he did not get a harsher sentence, not only for helping a prisoner escape, which ultimately cost the taxpayers nearly \$52,000 in search and investigative costs, but also for the anguish he caused Hummert's victims and the danger he let loose on society. Again, all I can say is, I'm outraged.

Terry L. Stewart
Director

People on the Move

- David Allen DW II, ASPC-Yuma/ Operations
- Ivan Bartos DW III, ASPC-Douglas/Operations
- David Cluff DW III, ASPC-Tucson/Operations
- Danny Garvin DW III, ASPC-Eyman/SMU I
- Blaine Marsh DW III, ASPC-Eyman, SMU II
- Mike Dunn DW II, ASPC-Phoenix/Alhambra
- Herb Haley DW II, ASPC-Lewis/Morey
- Dennis Harkins DW II, ASPC-Florence/North
- Ray Martinez ASPC-Lewis/Buckley
- Marvin McCormick DW II, ASPC-Douglas/Mohave
- Chuck McVick DW II, ASPC-Florence/South
- [Name obscured] DW I, ASPC-Douglas/Papago
- Berry McMacken DW I, ASPC-Florence/CB-6
- Carson McWilliam ADW, ASPC-Florence/West
- Sherry Simon ADW, ASPC-Florence/North

The Arizona Department of Corrections Media and Public Relations Office is conducting research on the history of the Department's badges and patches.

Information and items collected will be on display in the display case at Central Office and on the Department web site's history page.

The Media and Public Relations Office is looking for any information or accepting any ADC badges or patches to make their research and display complete. For more information contact: **Vincent Funari** at (602) 542-3513.

What's New at adcprisoninfo.az.gov

- Inmate **Datasearch Disciplinary** Codes have now replaced the partial case reference number which previously appeared on screen. There is a link to the Code explanatory table and policy at the foot of every Disciplinary screen.
- A new **Death Row** information screen provides information on inmates by **County of Conviction**
- New **STAFF SAFETY On-Line** page augments the Staff Safety HOTLINE. Now it is possible to email Don Brown, ADC's Staff Safety Officer, directly from the Web.
- Posted **ADC Badges & Patches** feature (linked to ADC History Pages)
- ADC's web address will now appear on all future ADC **Business Cards** in addition to Agency letterhead stationery printed by ACI printshop.
- ADC **per capita cost** report for FY 2000
- Revised **DO 512** Employee Compensation.

Paul Lamprill, ADC Webmaster

New Warden Appointed



Director **Terry Stewart** has appointed **William S. Gaspar** to Warden of the Arizona State Prison Complex-Perryville.

Mr. Gaspar has served the Department in a variety of administrative positions since 1981. Those positions include Superintendent of the Catalina Mountain Juvenile Institution; Deputy

Warden at ASPC-Tucson's Santa Rita Unit; and Deputy Warden of Operations at the ASPC-Florence. Most recently, he has been the Deputy Warden of Operations at ASPC-Tucson.

His new position became effective March 24, 2001.

"Bill Gaspar will bring a wealth of corrections knowledge and institutional experience to his new position as Warden at Perryville. He is a very capable person who has been a dedicated employee," Director Stewart said.

The Arizona State Prison Complex-Perryville is a 2,200-bed prison comprised of both male and female inmates. Three of the complex's four prison units (Santa Cruz, Lumley, and San Pedro), house all levels of females including those on death row, and minors. A fourth unit (Santa Maria), located directly across a road from the major portion of the complex, houses minimum security men.

Dealing with Epilepsy

by Allison Banks-Conyers, Health Services

This article is the second in a series designed by the Health Education Advisory Council to inform correctional officers about health conditions that they may come into contact with while working in corrections.

Epilepsy is a disorder of the nervous system, which can cause symptoms ranging from staring to sudden, violent movements with loss of consciousness. The disorder can be caused by many conditions, such as head injury, high fever and drug withdrawal, but often the cause is not known.

Why is this relevant?

As a correctional officer, you might come into contact with inmates who have seizures.

What are the symptoms?

Symptoms may include:

- Jerking, twitching, or violent

contractions of arms and legs

- Mood changes and intense feelings of fear or déjà vu (the feeling that you have seen or experienced something before)
- Staring, not responsive
- Aura: the inmate may complain of a peculiar sensation that occurs just before a seizure; this can include flashing lights, noises or a certain smell.

Most people with epilepsy have no symptoms between seizures and lead normal lives.

What is first aid for epileptic seizures?

- Loosen clothing around the person's neck.
- If necessary to avoid injury, move furniture to clear space around the person.
- Do not hold the person down.
- Do not put anything in the person's

mouth. (The danger of the person biting the tongue is less than the danger of inhaling or being injured by anything you put in his or her mouth.)

- Do not move the person during the seizure unless he or she is in danger. After the seizure is over, put the person on his or her side while he or she becomes alert. Remember to always notify the health unit.

- A single, isolated seizure is not an emergency. Continued seizure activity is an emergency.

How is it treated?

The best treatment is strict compliance to the prescribed drug regimen. Other treatment includes getting adequate rest, stress management, and trying to stay healthy through diet and exercise. Extreme fatigue, elevated stress, and infectious diseases can trigger seizures.

Employee Profile: Mike Whitson

"I became a dog handler because I wanted to stop narcotics from entering Arizona prisons. Service dogs are the best tool we have for detecting narcotics. With the right dogs and the right handlers, we can make a big difference."

Those were the words of **Mike Whitson**, an ASPC-Florence Corrections Officer and member of the Canine Unit.

Whitson, an ex-state of New Jersey Senior Corrections Officer, has been a dog handler with the Arizona Department of Corrections for almost four years. He is part of a small team responsible for training service dogs that perform narcotic searches, protect officers and hunt for missing people.

The dogs trained by Whitson and other members of the Arizona Department of Corrections Canine Unit are imported from many different countries. The Department trains such breeds as Belgium Malinois, German Shepherds, Czechoslovakian Shepherds, Holland

Herders and Bloodhounds

To become a dog handler, Whitson successfully completed a required eight-week training program at COTA. The program included passing written and oral examinations, physical testing and demonstrating an overall commitment to the canine program.

Whitson is directly responsible for handling a Belgium Malinois named Niki, and shares the responsibility of training the Department's bloodhounds with other dog handlers in the Canine Unit. Prior to being assigned Niki, Whitson and Niki participated in a pre-academy socialization and bonding period to test whether they could work together.

For every 40-hour-work week, Whitson and other members of the Canine Unit must train service dogs for four hours in narcotic searches and for four hours in officer protection. A majority of the training takes place in empty warehouses and buildings around the Tucson area.



Officer Whitson and Meg

"I applaud the Arizona Department of Corrections for increasing the size of the canine program and for using service dogs in such an innovative and effective way," said Whitson.

SMUII Will Manage the Mug Photo Interface Project

by ADW Conrad Luna, ASPC-Eyman

Recently, SMU II was selected to manage the Mug Photo Interface Project for the Eyman Complex.

The project required approximately 4,200 inmates to be entered into the Crime Captured Fingerprint System.

To complete the project, Program Projects Specialist II Debra Laney and Greg Curry of Image Ware trained 15 SMU II staff members on how to use the Arizona Criminal Justice Information System and the Image Ware system. Seven of the 15 staff members were specially assigned to the MPI Project and asked to meet a deadline of January 31, 2001.

Due to problems with the Atlanteck Printer, editing of digital photo discs, supply orders and on line problems with Image Ware, the project staff were hampered by 294 hours of down time. The staff were able to overcome these obstacles and complete the project. Excluding down time, the project ultimately required 1124 hours of staff time.

On January 31, 2001, all inmates assigned to Eyman Complex were in the Crime Capture Systems Fingerprint System. The accomplishment could not have been achieved without the exceptional effort of the SMU II staff of CO II

Jeffrey Rode, CO II **Yvonne Soriano**, CO II **Erin Schable**, CO II **Chad Lares**, CO II **Oksana Mutlos**, CO II **Matthew Wessel** and Sergeant **Charles Hess**.

The team not only accomplished their objective on schedule but were also assigned to assist in the training of other facilities and inputting inmate information at ASPC-P/Globe, ASPC-Florence and the unit population at Florence West.

To date, the Eyman Complex Special Management Unit II is recognized by the Department of Public Safety as the only complex or unit, which did not have any inputted fingerprints rejected.

weapons occurred over the next few days. Intelligence received information that there would be retaliation by Mexican national inmates on white inmates, resulting in the systematic movement of 268 inmates. The movement was completed in one day.

Tactical Support Unit officers were on site for extended periods assuring security for shakedowns and movement of inmates, as well as K-9 staff, whose presence on the yard assured orderly movement of the inmates and added a safety factor in the minds of other staff. Criminal investigators, who were on the scene within minutes of the initial attack, conducted and completed an investigation, which has since been turned over to the Navajo County Attorney's Office for prosecution of three accused assailants.

CIU Investigator **George Gould**; Canteen Supervisors **Viola Montoya** and **Peggy Faria**; CRN **Jenny Singleton**; Physical Plant Supervisor **James Cummings**; CO III **Derek Holryod**; CO III **James Owens**; CO II **Richard Candler**; CO II **Timothy Farley**; CO II **Sam Jones**; CO II **Jacqueline Shirley**; Lt. **Michael Morgan**; Lt. **Dave Brakefield**; Capt. **Vance Parisot**; ADW **Dan Edward**; DW **Bill Heuschele**; and Warden **Dan Vannelli** are most deserving of the Unit Citation Award.

Wildland Fire Crew



Wildland Fire Crew, ASPC-Winslow

In 2000, Sergeant **Robert Sigona**; CO II **Herbert Carruthers**; and CO II **James Harmon**; CO II **Herb White**; Sergeant **Richard Warner**; Sergeant **Richard Patterson** and 20 inmates,

responded to six fires: the Pumpkin, Severity, Trick, Red River, Juniper, and Pipe fires. The crew was called out for 42 days, encompassing 14,699 acres. Staff hours exceeded 1,475, and inmates' hours exceeded 9,334, for a total of 10,809 hours. Taking the average of \$12 per hour for firefighters paid by state or federal agencies, and comparing that to the inmate firefighter hours worked at \$.50 an hour, Arizona's taxpayers saved more than \$13,000 from the Winslow Wildland fire crew members.

Staff ensures inmates are trained intensely in basic life support, CPR and 32 hours of fire fighter courses. The inmates work side-by-side with public employees, and must be held to a higher standard than the rest of the inmate population. Staff too, has to remain in top physical shape.

The Dakota Unit

Last September, after a fight broke out between Mexican National and Mexican American inmates, the staff at the Yuma Dakota Unit began to

recognize a serious conflict brewing among Hispanic inmates. As a precaution, the staff carried out moves of more than 200 inmates. The tension then evolved to conflict between California Hispanics and Arizona Hispanics following the murder of a Sureno gang member in Florence.

Recognition that a war may erupt between Arizona and California Hispanics resulted

in moves involving 150 inmates within the unit, the transfer of 88 more to other prisons, receiving 66 inmates of mixed races from Tucson, and another 250 more moves throughout the unit to

achieve racial balance.

Because of all the problems with racial tension among inmates, young and relatively new staff learned to be vigilant and react quickly and decisively. Over the next 35 days, staff rose to the challenge and implemented major changes in most of their procedures to ensure that the Dakota Unit was kept safe for both inmates and staff. They all became experts in roll-ups and management of inmate property.



Dakota Unit, ASPC-Yuma

CO II **Rose Sanders**; Lt. **Michael Sundwall**; CO II **Jon Camacho**; Sgt. **Timothy Cox**; CO II **Christopher Reese**; Sgt. **Randy Guice**; CO II **Martha Sanchez**; Sgt. **George Cobos**; CO II **Timothy McNatt**; CO III **John Stutzman**; CO II **Norma Alonzo**; Chaplain **William Whittenberger**; CO III **Dan Town**; CO IV **Pamela Rider**; CLPN **Joyce Coughlin**; CRN **Robert Dambeck**; **Hector Fuentes**, Food Service; CEPT **Paul Hudson**; and **Irma Blue**, Secretary are most deserving of a Unit Citation Award.